

City Operations and Services

Programs Designed to Improve City Operations

During the last five years, the City of San Diego has undertaken an unprecedented in-depth review of City operations, their effectiveness and organizational structure, services to the public, and the public's needs and perceptions of the City as a service provider. This effort combined with the City's comprehensive approach to becoming more efficient and reducing costs has resulted in a gross reduction of 223.92, or 3.3%, in General Fund positions since 1995, while the population has grown approximately 7.1%.

A multi-faceted approach has been taken to accomplish this review, and several programs have been implemented to improve City operations under the guidance of the Select Committee on Government Efficiency and Fiscal Reform:

- **Zero Based Management Reviews**

Zero Based Management Reviews (ZBMR) were implemented in 1995 as one of the principal recommendations of the Mayor's Change² Committee. The ZBMR program provides for the involvement of citizen volunteers in operational reviews of City departments. Under the ZBMR program, citizen volunteers with business and operations management expertise from a variety of disciplines are recruited and organized into teams to provide independent reviews of City operations. Over the past five years ZBMR recommendations have resulted in savings to the City in excess of \$20 Million.

- **Competition Program**

The Competition Program was implemented in Fiscal Year 1995 and is comprised of three interrelated activities:

1. **Competitive Assessment** is designed to insure the City of San Diego is competitive and provides and maintains the highest quality service for the optimum cost to residents, businesses, tourists and visitors.
2. **Performance Management** focuses on consulting with departments to optimize service delivery and business operations by incorporating innovative performance management strategies.

3. **Citywide Surveys** are designed to collect resident and customer feedback providing important performance measures which are then incorporated into the City's efforts to continually improve the quality of service delivery.

- **Semi-Annual Reports**

These semi-annual reports provide statistical performance information on 44 measures representing activities in 10 City departments. Information is displayed by month, with year-to-date cumulative data.

- **Service Efforts and Accomplishments**

This report, issued annually since 1998, provides information on eight City departments that provide direct services to the public. These include Environmental Services, Fire and Life Safety Services, Library, Metropolitan Wastewater, Park and Recreation, Police, Transportation, and Water. In addition to information on each department's accomplishments, the report includes information about programs and services, performance measurements, spending and staffing history, comparison to other jurisdictions, and citizen satisfaction ratings. The report is intended to provide the citizens of San Diego with meaningful information on the performance of key City services, and to assist the Mayor and City Council, as well as City management, in making more informed budgetary policy decisions. The report is an excellent supplement to the City's Budget Document and can be accessed via the City's website at www.ci.san-diego.ca.us/city-manager/service-efforts.

- **Citywide Automation Efforts**

Automation of internal processes is an important aspect of improving services to City departments and the public, and reducing costs. Currently, the Purchasing and Budget and Management Services Divisions of the Financial Management Department, and the Personnel Department are working on the implementation of more efficient and effective automated systems.

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In an effort to operate as efficiently and effectively as possible, the City of San Diego has committed to reviewing departmental operations for potential cost savings through a number of different programs, such as Zero Based Management Reviews and Competition. As a result, millions of dollars in savings have been realized in recent years. The savings that have been identified to date have been utilized to mitigate the need for substantial water and sewer rate increases to support the operation of the present water and sewer systems. In addition, the General Fund has benefitted from the savings realized through these programs, in that they have been utilized to offset General Fund expenditures.



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Zero Based Management Reviews

Zero Based Management Reviews (ZBMR), conducted by citizen volunteers, began in 1995 with a pilot project. Since that time many of the City's operations have been reviewed by citizen ZBMR teams, including the following:

- Equipment Division – Motor Vehicle Operations
- Water Department
- Police Department – Motor Vehicle Operations
- Fire and Life Safety Services
- Metropolitan Wastewater Department
- Engineering and Capital Projects Department
- Library Department
- Park and Recreation Department
- Risk Management Department
- City Auditor and Comptroller

Nearing completion are reviews of the Environmental Services Department, Qualcomm Stadium, and the Planning and Development Review Department. Upcoming reviews will include the Real Estate Assets Department and Transportation Department.

Examples of recommendations made by citizen ZBMR teams include the following:

- In the City's **Equipment Division**, the ZBMR team recommended streamlining and standardizing the City's vehicle fleet. The division responded with fleet reductions and standardization resulting in a savings of over \$11.5 million since FY 1996.
- In the **Metropolitan Wastewater Department**, the ZBMR team recommended the implementation of a work force flexibility program for operations and maintenance staff. The Department responded by implementing voluntary cross-training and certification programs. As a result, over 60 positions have been eliminated and over \$2 million saved annually since FY 1998.

The Zero Based Management Review process has proven to be an effective and cost efficient means of reviewing and improving City operations. Zero Based Management Reviews, ZBMR implementation plans and ZBMR status updates are presented for review to the Select Committee on Government Efficiency and Fiscal Reform.

Competition Program

The City of San Diego has a continued commitment to improving the services it provides and as a result has embarked on changing the traditional ways the City conducts business. The Competition Program has been successful in achieving improved and streamlined public service delivery, enhancing customer responsiveness, and creating cost efficiencies through employee involvement and process re-engineering. City government should be innovative, diverse, flexible, entrepreneurial, and competitive.

The City of San Diego's Competition Program was initiated in June 1994 to improve the efficiency and effectiveness of City services and programs, and to provide accountability to taxpayers and citizens. This Program is comprised of three activities: Competitive Assessment, Performance Management, and Citywide Surveys.

Competitive Assessment

In order to insure the competitiveness of services, the City:

- Analyzes performance measures and desired outcomes;
- Benchmarks its performance against other providers (public, private and/or non-profit) of comparable services;
- Develops action plans to make the City more competitive and implements changes;

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- Implements changes based on the results of the process; and
- Monitors ongoing competitive performance.

This competitive process is comprehensive and integrates many change philosophies including re-engineering, employee empowerment, customer satisfaction, and continuous improvement to ensure the City is competitive.

A unique quality of the City of San Diego's competitive effort is that we recognize that our employees are essential in identifying, analyzing, and implementing improvements to their operations and

are empowered to do so. In addition, our employee labor organizations are actively involved in the competitive effort. Employees are valued and respected throughout this difficult change effort. As a competitive effort develops, employees, labor organizations, and management share information, devise strategies, and collaborate on a plan to deliver services better.

Since inception of the competitive assessment process, the City has saved over \$26 million in annualized and one-time savings. Currently, 4 services are under review including operations and maintenance of the Wastewater Collection Programs.

COMPETITIVE EFFORTS ONGOING REDUCTION IN COSTS

PROJECT	ANNUALIZED/ONGOING COST REDUCTION ESTIMATES	ONGOING STAFFING LEVEL CHANGES	COMMENTS
Real Estate Assets - Airports	\$210,000	-5.00	Airports Division has achieved staffing and equipment efficiencies by restructuring the organization and increasing the use of contract services.
Environmental Services - Automated Trash Collection	\$3,761,000		The acquisition of new equipment necessary for automation of services is being phased in over a six year period. Savings (approximately \$18 million per ten year period) result primarily from avoiding projected need for staff increases. 90.00 positions will have been reduced from projected FY 2000 levels.
Water - Bi-monthly Water Meter Reading	\$123,000	-3.40	More efficient bi-monthly water meter routes were developed which reduced current staffing needs by 15%.
Water - Biologists	\$125,000	0.00	Change to the use of City staff for underwater inspections, samples, and repairs resulted in program cost reductions of over 50%.
Environmental Services - Dead Animal Collection	\$32,000	-0.45	Rightsizing vehicles and reducing staff costs through more efficient scheduling.
Park and Recreation - Downtown Enhancement	\$250,000	-11.00	Provision of service by contract reduced service costs.
Water - Monthly Water Meter Reading	\$30,000	-0.60	More efficient routing and adjustments to reading frequency have produced cost savings.
Transportation - Parking Citation Processing	\$680,000	-11.00	Implementation of new computer processing system and associated reductions in overbudget staff will reduce costs by 35% when implemented.
Transportation - Equipment Division	\$2,104,000	-27.00	Staffing reductions and cost savings achieved through an organizational restructuring: shifting tasks and redefining responsibilities, and improved operating practices.

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COMPETITIVE EFFORTS ONGOING REDUCTION IN COSTS			
PROJECT	ANNUALIZED/ONGOING COST REDUCTION ESTIMATES	ONGOING STAFFING LEVEL CHANGES	COMMENTS
Metropolitan Wastewater - Cogeneration	\$1,000,000	0.00	Privatization of production and sale of energy from landfill and digester gases to the City for use at the Metro Biosolids Center and excess electricity to SDG&E.
Metropolitan Wastewater - Cogeneration	\$850,000	0.00	Privatization of production and sale of energy from landfill gas to the North City Water Reclamation Plant.
Metropolitan Wastewater - Electrical & Natural Gas Savings at Pump Station 2	\$800,000	0.00	New billing structure as a result of the City re-wiring from two meters to one and accepting minimal service interruptions.
Metropolitan Wastewater - Electrical Savings at Pump Station 64	\$125,000	0.00	"Conjunctive Billing" method will be based on one meter rather than two, except in emergency situations, saving double demand and usage charges.
Metropolitan Wastewater - East Mission Gorge Pump Station	\$20,000	0.00	Savings at East Mission Gorge Pump Station due to the use of conjunctive billing method that uses one meter instead of two, except in emergencies.
Metropolitan Wastewater - Chemical Savings at Pt. Loma	\$205,000	0.00	Maintenance shop has installed new feeder system for ferric chloride reducing chemical costs.
Metropolitan Wastewater - Public Contact Operations	\$8,800,000	0.00	Cost reductions achieved through implementation of entrepreneurial business/operating practices resulting from Division's competitive assessment and optimization efforts.
Water - Meter Reading Equipment	\$200,000	0.00	Additional remote readable and more accurate meters will be purchased and installed over the next six years. Savings will be reflected as meter replacements progress.
Water - Water Treatment Plant Operators	\$160,000	-3.00	Reduction in number of Water Plant Operator positions and accelerated automation of maintenance management programs.
Water - Overtime	\$406,000	0.00	Reduction of overtime expense from 1995 levels.
Water - Chemistry Samples	\$200,000	0.00	3,400 water samples analyzed by City Chemistry Section at less than contractor's estimates.
Water - Energy Management and Control Monitoring System	\$173,000*	0.00	System for remote controlling and automatic paging when malfunctions occur will reduce employee travel time and related costs. Annual savings offset system costs.
Water - Programmable Logic Controllers	\$400,000	0.00	Eleven water pump stations upgraded with Programmable Logic Controllers to cut peak usage between 1:00 and 3:00 p.m., reducing overtime and energy costs.
Water and Transportation - Spoils Hauling	\$580,000	0.00	Savings due to City crews hauling spoils from construction sites instead of contracting for this service.
Metropolitan Wastewater - North City Water Reclamation Plant	\$600,000	0.00	Savings from energy-efficient equipment at the North City Water Reclamation Plant.
Metropolitan Wastewater - Metro Operations Center	\$12,000	0.00	Savings due to high-efficiency lighting at Metro Operations Center.
Metropolitan Wastewater - Chemistry Lab	\$300,000	0.00	Savings in the Wastewater Chemistry Lab due to the use of City scientists to do dioxin prescreenings and negotiated reductions in permit requirements.

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COMPETITIVE EFFORTS ONGOING REDUCTION IN COSTS

PROJECT	ANNUALIZED/ONGOING COST REDUCTION ESTIMATES	ONGOING STAFFING LEVEL CHANGES	COMMENTS
Metropolitan Wastewater - Biology Lab	\$300,000	0.00	Savings in the Biology Lab due to the implementation of in-house toxicity testing to replace outside lab work.
Metropolitan Wastewater - Chemistry Lab	\$88,000	0.00	Savings in the Wastewater Chemistry Lab due to the implementation of in-house fish tissue analysis to replace outside lab work.
Metropolitan Wastewater - Environmental Monitoring and Technical Services	\$400,000	0.00	Cost reductions achieved through coordination of laboratory support. Services and functions at the Alvarado Joint Laboratory.
Metropolitan Wastewater - Wastewater Collection Overtime	\$78,000	0.00	Savings in Wastewater Collection overtime expenses related to reduced number of sewer spills and maintenance cost controls.
Metropolitan Wastewater - Wastewater Collection Scheduling	\$700,000	0.00	Savings in Wastewater Collection due to improved project scheduling and tighter controls on labor, materials, and equipment for repairs to manholes, sewer mains, and sewer laterals.
Total Reduction	\$23,712,000	-61.45	

COMPETITIVE EFFORTS SERVICE EFFICIENCIES AND ONE-TIME COST REDUCTIONS

PROJECT	SERVICE EFFICIENCIES
Real Estate Assets - Custodial:	Employees increased efficiency through acquisition and use of new vacuuming City Administration Building/equipment. Staff was also re-deployed to better meet customer needs. The City Operations Building results were a 15% increase in vacuuming efficiency and increased customer satisfaction.
Transportation - Street Sweeping	Employee ideas on operating efficiencies and redeployment of staff will enable a significant increase in swept miles. Residential areas are projected to receive an increase in service from once per year to 9 times per year. Service in commercial areas will increase to a minimum of once per week.
Metropolitan Wastewater - Biosolids	The City's ability to effectively process and dispose of biosolids will be substantially enhanced through use of a variety of processing and disposal methods, both privatized and City provided. Anticipated City capital costs of \$24 million for setup of processing systems will be eliminated.
Transportation - Equipment Washer	Construction of a high pressure equipment washer at each maintenance station provides for cost-effective removal and environmentally sound disposal of grease and grime from the exterior of City equipment.
Transportation - Pothole Patching	The number of employees required to provide a constant level of response to pothole repair requests was reduced by use of more efficient spray injection and heated patching equipment. Personnel were reallocated to reduce the backlog of sidewalk and road repair work.
Financial Management - Mail Room Services	With advance notice, the City Mail Room can now accept mail until 5:30 p.m. through staffing efficiencies.

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COMPETITIVE EFFORTS SERVICE EFFICIENCIES AND ONE-TIME COST REDUCTIONS

PROJECT		SERVICE EFFICIENCIES
Parking Meter Maintenance Program		Meter collection routes reorganized providing 1,300 staff hours for reducing meter maintenance.
Metropolitan Wastewater - Sludge Hauling Bids	\$800,000	Lower bid prices for disposal.
Water - Water Main Replacement	\$24,000	Construction Section of Water Distribution system successfully completed a water main replacement job for \$25,000. Contractor estimate for the work was \$49,000.
Water - Bacterial Analyses	\$30,000	Mission Bay Storm Water Run Off Project water sample analysis performed by Water Production Lab for contractor because of large number of samples and better quality of work City lab could perform. Water Production received direct transfer of funds for lower cost laboratory work performed.
Water - Dive Services	\$6,000	Savings in construction cost at the Lower Otay Reservoir Outlet tower due to City divers completing scheduled dive. Contractor estimates for work were \$10,000.
Water - Lake Pumps	\$180,000	Savings from using local water instead of buying treated water during Otay construction as a result of using auxiliary lake pumps.
Metropolitan Wastewater - North City Water Reclamation Plant	\$662,000	Rebate from SDG&E for energy savings due to design efficiencies in the North City Water Reclamation Plant.
Metropolitan Wastewater - Metro Operations Center	\$8,000	Rebate from SDG&E for energy savings due to high-efficiency lighting at the Metro Operations Center.
Metropolitan Wastewater - Metro Biosolids Center	\$350,000	Savings in construction costs at the Metro Biosolids Center due to changing a concrete box culvert to a steel plate culvert on the access road.
Metropolitan Wastewater - North City Raw Sludge Pipeline	\$235,000	Savings in construction costs on the North City Raw Sludge Pipeline due to replacing tunnel construction with open trench construction.
Risk Management - Fund Management	\$363,000	Savings associated with contracting with private sector corporation for investment management and administration services associated with the City's Supplemental Pension Savings Plan (SPSP) and 401(k) Programs.
Total Cost Reduction	\$2,658,000	

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Performance Management Program

The City of San Diego is in its fifth year of implementation of the Performance Management Program. Key to this effort is the Citywide development of meaningful performance measures and the implementation of a Performance Based Budget. Since the inception of this program five years ago, the City has progressed further than most cities whose organizations have undertaken similar efforts. The City's continual efforts in refinement of the Performance Based Budgeting process, identification of performance measures, tracking techniques, and reporting mechanisms is anticipated to lead to one of the most comprehensively developed Performance Management Programs in the country. Reported accurately, performance information provides a basis for describing whether the organization is accomplishing its purpose, determining the effectiveness and efficiency of a program, and exploring means to improve the program or service.

The City has made a concerted effort to develop performance measures that are consistent with its missions, goals, and objectives. The external outcomes are aimed at measuring the mission and goals, which are broader expressions of their general purpose. These measure the service impact on the citizen and customer. Several jurisdictions across the country have realized the importance of reporting external outcome measures and have begun to develop meaningful outcomes for their own performance. This is allowing the City to compare its performance to a broader range of municipalities.

The objectives and internal outcomes developed by the City are more precise at measuring what is going to be accomplished, when it is going to be accomplished, and how well it is going to be accomplished. These measures are helpful for managers and supervisors in the daily operation of the organization.

Citywide Surveys

Citywide Surveys are an important part of an ongoing effort and commitment by the City of San Diego to provide the highest quality of services to its residents, businesses, and visitors. The City has conducted four citywide surveys of over 4,400 residents in the last three years. These surveys provide the elected officials and management of the City with:

- Information for establishing levels of service,
- Objective data for determining the City's performance,
- Identification of residents' service priorities, and
- Continuous valid and reliable feedback from the residents of San Diego.

Citywide Resident Satisfaction Survey – The City has committed to conducting an annual survey to determine the residents' level of satisfaction with major services, perceptions of safety, and confidence with emergency response capability. In October 1998, the fourth annual Citywide Resident Satisfaction Survey was completed. The results from 600 completed telephone interviews indicated a positive change in the attitude residents have about City services today compared to previous surveys.

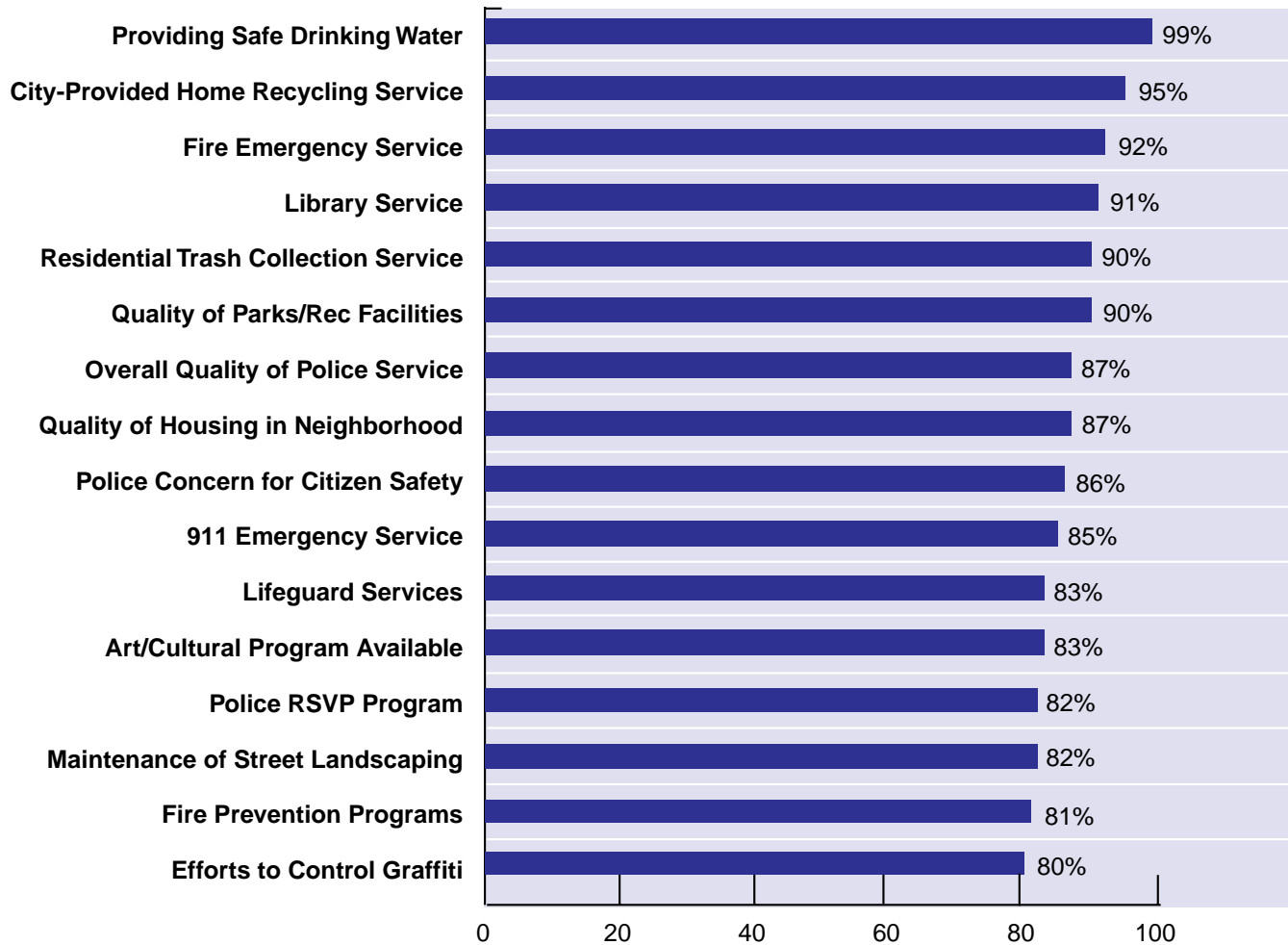
Departmental Customer Surveys – In addition to Citywide efforts, several departments have completed more specific surveys to receive input directly from their customers. The following is a sampling of departments that have completed customer surveys:

- San Diego Data Processing Corporation
- Facilities Maintenance (City Administration Building, Development Review Center Building, Crabtree Building, World Trade Center Building)
- Development Services Internal and External Surveys
- Volunteer Program
- Communications Division
- Metropolitan Wastewater MIS Section

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SATISFACTION WITH CITY SERVICES (TOP RATED)



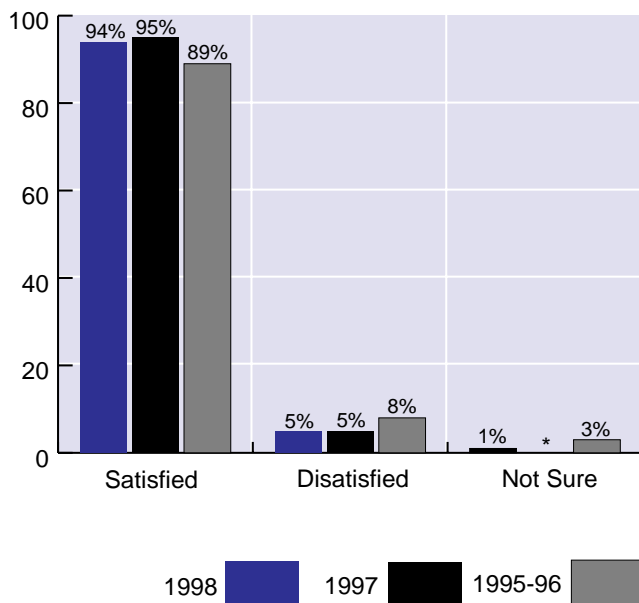
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Overall Satisfaction with City Services – Better than nine out of ten San Diego residents (94%) indicate they are either very satisfied (38%) or somewhat satisfied (56%) with the services the City provides. This figure is virtually unchanged from the 1997 study.

Demographically, overall satisfaction with the services the City provides does not drop below 90 percent within any population subgroup. This response pattern indicates broad-based satisfaction with City services among residents.

OVERALL SATISFACTION WITH CITY SERVICES

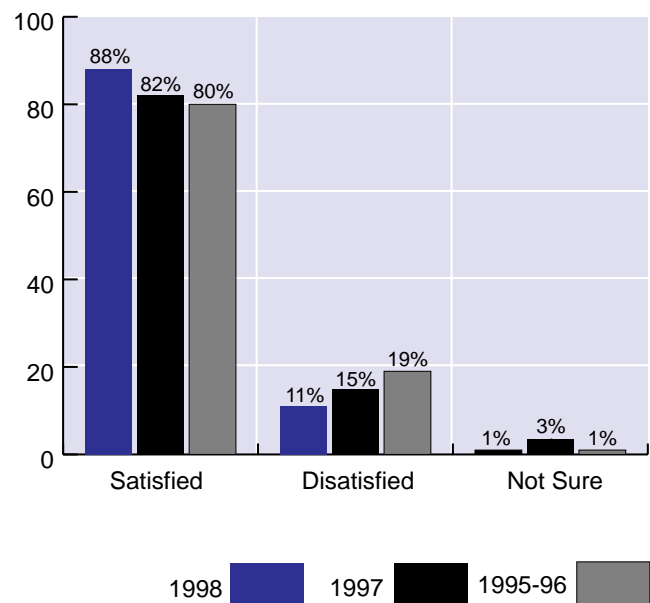


* Indicates % Less Than .5

Quality of Life in the City of San Diego – San Diego residents continue to rate the quality of life in the city very highly with nearly nine out of ten residents (88%) indicating it is either excellent (43%) or good (45%) compared to other large cities in California. In comparison, ten percent of residents rate the quality of life as fair while only one percent rate it as poor. The current level of positive response represents a six point increase from the 82 percent recorded in the 1997 study.

When residents' attitudes about the quality of life in San Diego are analyzed by demographic subgroups, several interesting variations are revealed. For example, while satisfaction does not drop below 74 percent within any group, it tends to increase in direct correlation to increased annual income.

QUALITY OF LIFE IN SAN DIEGO



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Spending Priorities

Citywide Service Priority Ranking Survey – Another important component of the City of San Diego’s budgeting process is to ascertain from the residents which services are of higher priority. This assists policy makers to determine where resources should be allocated. In order to accomplish this, Community Budget Forums are conducted, inviting residents to discuss their priorities directly with City staff and elected officials. In addition to these Community Budget Forums, the City conducts a Citywide Service Priority Ranking Survey every three years. A goal of this survey is to find out which services residents consider being of highest priority. The results of the 1999 survey are displayed in the following chart.

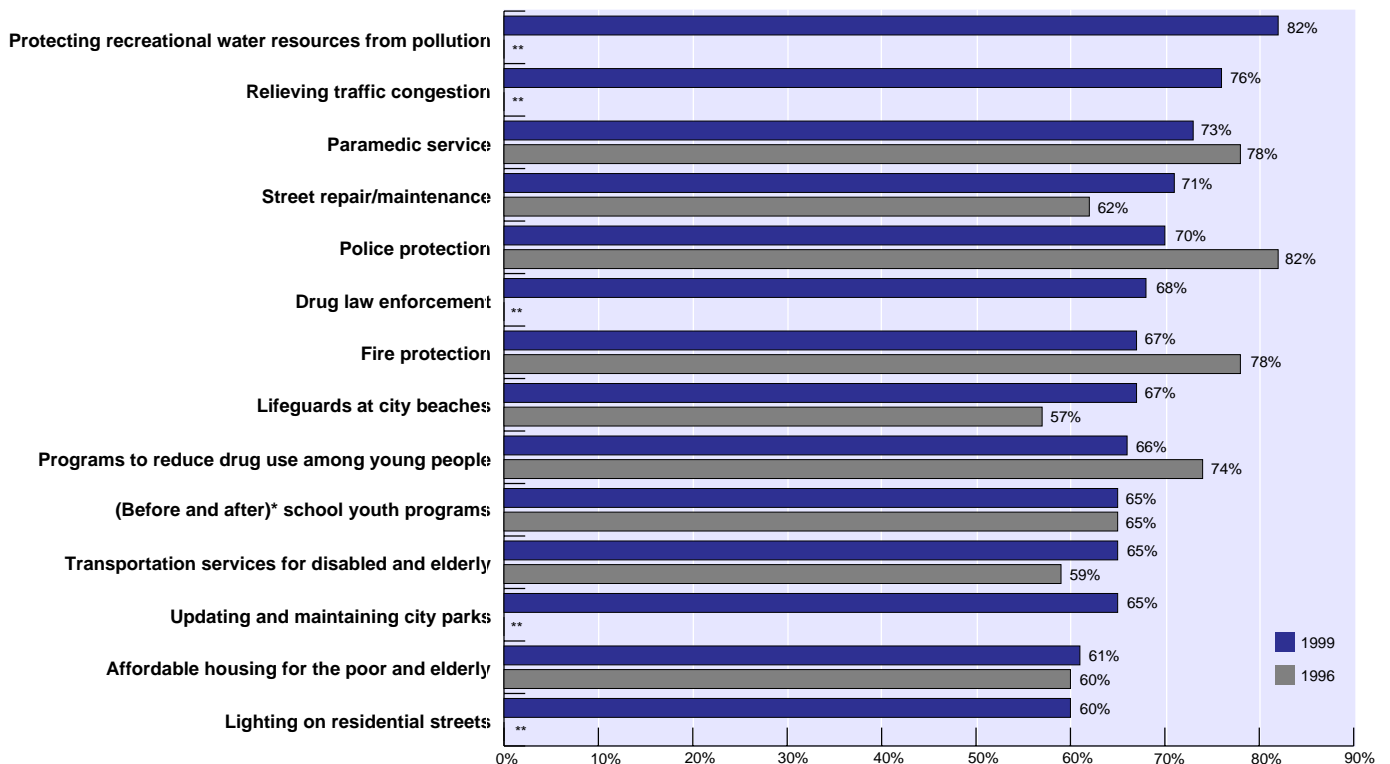
Surveyed City residents were asked to rate 40 City services in terms of their priority when it comes to determining where the City should spend its money. A total of 14 services were rated in the highest priority, and where possible, results are compared with these from the 1996 study.

Citywide Automation Efforts

Online Purchasing Information System (OPIS)

In December of 1994, the City Council adopted a number of Change² and STEP recommendations aimed at streamlining the City’s procurement processes. One of the recommendations was to acquire an off-the-shelf software automated

HIGHEST SPENDING PRIORITIES



* Not asked in the 1996 study.

** Question asked in 1996 study was substantially different than 1999 study, making comparisons between results invalid.

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purchasing system that would enhance the City's ability to acquire needed goods and services in a more efficient and effective manner. Expected benefits of this effort include reduction of time required to acquire goods and services, improvement of staff productivity, online requisitioning by end users, maximizing price competition and improved management reporting.

The OPIS Project Team has procured a new third party software package, completed extensive user training, tested the application functionality, and successfully deployed it to Purchasing and Accounting staff. The system came online in June of 1998, allowing Purchasing staff to utilize it for Fiscal Year 1999 procurements.

The system was rolled out on a pilot basis during FY 1999 and is now being rolled out to the remainder of the City departments. The system is expected to be fully implemented by the last part of FY 2000.

Expected benefits of this effort include:

- Reduction of paperwork and duplicate data entry through the use of online forms;
- Compliance with Year 2000 requirements;
- Reduction of goods and services acquisition time through online requisitioning, approvals and electronic commerce;
- Improved management reporting, workload administration and enhanced staff productivity;
- Reduced City purchasing costs through improved price competition and economies of scale; and
- Improved expenditure controls for requesting departments via the use of required electronic review approvals and automatic encumbrancing.

Financial Management Information System (FMIS)

The budgeting system for the City includes two major functions: (1) budget preparation and management, and (2) information gathering, reporting and decision-making. In Fiscal Year 1998, the City began to transition from an antiquated, 20-year-old budget system to a new state of the art system. The new Financial Management Information System (FMIS) was initialized during the preparation of the Fiscal Year 1999 budget. The system allows the revenue, expenditure, and capital budgets to be in the same format. It also allows real time assessment of budget performance at selected times throughout the fiscal year. Continued implementation during the Fiscal Year 2000 process will accomplish several objectives, including:

- Further develop and automate the budget preparation and document publication process, including the City's Capital Improvement Projects (CIP);
- Improve the financial management information and decision-making tools for both current and proposed budgets;

Further enhancements to FMIS will continue to be developed in Fiscal Years 2001-2003.

JOBS ON-LINE TRACKING SYSTEM (JOLTS)

The Personnel Department currently utilizes a mainframe-based system to process examinations and track applicants. After eighteen years, this system is experiencing difficulties with outdated and unsupported technologies and an inflexible system design. The goal of the JOLTS project is to develop an integrated, state-of-the-art, customer-oriented, Citywide personnel system through comprehensive, flexible computer-based processes which meet all City Charter and other legal requirements in the most economic and efficient manner.

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In developing the requirements for the new system, the following objectives were identified and will be incorporated in the design of the new system:

- Reduce the amount of paperwork, time, and resources involved in processing applicants and filling vacancies;
- Reduce the resources required to produce eligibility lists and facilitate more timely delivery of these lists to City departments;
- Utilize user-friendly technology to improve and streamline Personnel Department processes where appropriate;
- Reduce the amount of time and effort required for an applicant to apply for a City position;
- Increase the availability of appropriate personnel data to authorized City employees;
- Provide management with the ability to obtain department, position, and budget status information; and
- Provide management with information or statistics to help measure process performance and enable continuous improvement.

JOLTS is scheduled to go into production by August 2000.

Energy Savings Program

Citywide efforts to conserve energy have been successful and have resulted in significant cost savings. As a recent example, in Fiscal Year 1998, Transportation Department – Street Division replaced 13,700 of the City’s red traffic indicators with more energy efficient red light emitting diode (LED) modules. The energy savings for Fiscal Year 1999, the first full year of operation, were \$400,000.

Restructuring Project

The Citywide Restructuring Project was implemented by the City Manager to improve customer service by consolidating departments with like functions into Business Centers. Various City departments and programs have been recently organized into the following six Business Centers:

Employee Relations and Special Projects

This center provides for the coordination of services that focus on employee needs and special events/projects.

Financial and Technical Services

This center supports City management in making fiscal and organizational decisions, manages the Public’s money, and provides other technical services.

Fire and Life Safety Services

This center protects lives and property through fire suppression and prevention, emergency medical care, and provides safety services and supervision to persons using coastal areas and waterways.

Neighborhood Services, Planning and Development

This center is responsible for activities within the City that pertain to the planning and rehabilitation of neighborhoods and cultural well being of citizens. It also oversees the development review process from pre-application to final approval.

Police

This center provides coordinated police services and develops partnerships to prevent, reduce or eliminate neighborhood problems.

Public Works

This center encompasses a number of basic municipal services including the public rights-of-way, waste management and environmental initiatives, water and sewer utilities, and construction of public projects.

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The main focus of this project has now shifted to operational and service delivery issues primarily within each of the Business Centers. In addition, several personnel and organizational issues being addressed include the creation of a meaningful accountability and reward system, providing for more departmental control and accountability over individual budgets, providing for internal service contracting between departments, and making necessary modifications to the Municipal Code. The City Manager continues to work with Business Center Managers to refine their management structures to improve customer service through better cooperation and coordination between departments, and to increase the City's ability to respond to customer requests.